



TORQ Analysis of First-Line Supervisors/Managers of Production and Operating Workers to Mail Clerks and Mail Machine Operators, Except Postal Service

INPUT SECTION:

Transfer	Title	O* NET	Filters		
From Title:	First-Line Supervisors/Managers of Production and Operating Workers	51-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Mail Clerks and Mail Machine Operators, Except Postal Service	43-9051.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:

89

Ability TORQ				Skills TORQ				Knowledge TORQ			
Level		<div></div> 90		Level		<div></div> 87		Level		<div></div> 89	
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Finger Dexterity	41	2	50	No Skills Upgrade Required!				No Knowledge Upgrades Required!			

LEVEL and IMPT (IMPORTANCE) refer to the Target Mail Clerks and Mail Machine Operators, Except Postal Service. GAP refers to level difference between First-Line Supervisors/Managers of Production and Operating Workers and Mail Clerks and Mail Machine Operators, Except Postal Service.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Production and Operating Workers	Mail Clerks and Mail Machine Operators, Except Postal Service	Importance
Near Vision	48	41	59
Category Flexibility	42	41	53
Selective Attention	50	39	53
Oral Comprehension	55	44	50
Problem Sensitivity	48	37	50
Information Ordering	50	37	50
Finger Dexterity	39	41	50
Speech Recognition	46	37	50

Skill Level Comparison - Abilities with importance scores over 69



Description	First-Line Supervisors/Managers of Production and Operating Workers	Mail Clerks and Mail Machine Operators, Except Postal Service	Importance
Knowledge Level Comparison - Knowledge with importance scores over 69			
Description	First-Line Supervisors/Managers of Production and Operating Workers	Mail Clerks and Mail Machine Operators, Except Postal Service	Importance

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	First-Line Supervisors/Managers of Production and Operating Workers	Mail Clerks and Mail Machine Operators, Except Postal Service	Description	First-Line Supervisors/Managers of Production and Operating Workers	Mail Clerks and Mail Machine Operators, Except Postal Service
10+ years	2%	0%	Doctoral	0%	0%
8-10 years	5%	0%	Professional Degree	0%	0%
6-8 years	12%	0%	Post-Masters Cert	0%	0%
4-6 years	11%	3%	Master's Degree	0%	0%
2-4 years	33%	1%	Post-Bachelor Cert	1%	0%
1-2 years	21%	3%	Bachelors	13%	0%
6-12 months	3%	10%	AA or Equiv	17%	0%
3-6 months	2%	4%	Some College	17%	6%
1-3 months	3%	7%	Post-Secondary Certificate	20%	1%
0-1 month	0%	5%	High School Diploma or GED	26%	37%
None	4%	63%	No HSD or GED	3%	54%
First-Line Supervisors/Managers of Production and Operating Workers			Mail Clerks and Mail Machine Operators, Except Postal Service		

Most Common Educational/Training Requirement:

Work experience in a related occupation

Short-term on-the-job training

Job Zone Comparison

3 - Job Zone Three: Medium Preparation Needed

Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.

Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.

Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.

1 - Job Zone One: Little or No Preparation Needed

No previous work-related skill, knowledge, or experience is needed for these occupations. For example, a person can become a cashier even if he/she has never worked before.

These occupations may require a high school diploma or GED certificate. Some may require a formal training course to obtain a license.

Employees in these occupations need anywhere from a few days to a few months of training. Usually, an experienced worker could show you how to do the job.

Tasks

First-Line Supervisors/Managers of Production and Operating Workers

Mail Clerks and Mail Machine Operators, Except Postal Service



Core Tasks

Generalized Work Activities:

- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Coordinating the Work and Activities of Others- Getting members of a group to work together to accomplish tasks.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.

Specific Tasks

Occupation Specific Tasks:

- Calculate labor and equipment requirements and production specifications, using standard formulas.
- Confer with management or subordinates to resolve worker problems, complaints, or grievances.
- Confer with other supervisors to coordinate operations and activities within or between departments.
- Demonstrate equipment operations and work and safety procedures to new employees, or assign employees to experienced workers for training.
- Determine standards, budgets, production goals, and rates, based on company policies, equipment and labor availability, and workloads.
- Direct and coordinate the activities of employees engaged in the production or processing of goods, such as inspectors, machine setters, and fabricators.
- Enforce safety and sanitation regulations.
- Inspect materials, products, or equipment to detect defects or malfunctions.
- Interpret specifications, blueprints, job orders, and company policies and procedures for workers.
- Maintain operations data such as time, production, and cost records, and prepare management reports of production results.
- Observe work, and monitor gauges, dials, and other indicators to ensure that operators conform to production or processing standards.
- Plan and develop new products and production processes.

Core Tasks

Generalized Work Activities:

- Handling and Moving Objects - Using hands and arms in handling, installing, positioning, and moving materials, and manipulating things.
- Controlling Machines and Processes - Using either control mechanisms or direct physical activity to operate machines or processes (not including computers or vehicles).
- Performing General Physical Activities - Performing physical activities that require considerable use of your arms and legs and moving your whole body, such as climbing, lifting, balancing, walking, stooping, and handling of materials.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Evaluating Information to Determine Compliance with Standards - Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

Specific Tasks

Occupation Specific Tasks:

- Accept and check containers of mail or parcels from large volume mailers, couriers, and contractors.
- Add ink, fill paste reservoirs, and change machine ribbons when necessary.
- Adjust guides, rollers, loose card inserters, weighing machines, and tying arms, using rules and hand tools.
- Affix postage to packages or letters by hand, or stamp materials, using postage meters.
- Answer inquiries regarding shipping or mailing policies.
- Clear jams in sortation equipment.
- Contact delivery or courier services to arrange delivery of letters and parcels.
- Determine manner in which mail is to be sent, and prepare it for delivery to mailing facilities.
- Fold letters or circulars and insert them in envelopes.
- Insert material for printing or addressing into loading racks on machines, select type or die sizes, and position plates, stencils, or tapes in machine magazines.
- Inspect mail machine output for defects; determine how to eliminate causes of any defects.
- Lift and unload containers of mail or parcels onto equipment for transportation to sortation stations.
- Mail merchandise samples or promotional



- Plan and establish work schedules, assignments, and production sequences to meet production goals.
- Read and analyze charts, work orders, production schedules, and other records and reports, in order to determine production requirements and to evaluate current production estimates and outputs.
- Recommend or implement measures to motivate employees and to improve production methods, equipment performance, product quality, or efficiency.
- Recommend personnel actions such as hirings and promotions.
- Requisition materials, supplies, equipment parts, or repair services.
- Set up and adjust machines and equipment.

Detailed Tasks

Detailed Work Activities:

- adjust production equipment/machinery setup
- analyze operational or management reports or records
- assign work to staff or employees
- communicate technical information
- compute production, construction, or installation specifications
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate production materials, activities or processes
- demonstrate or explain assembly or use of equipment
- determine factors affecting production processes
- develop maintenance schedules
- direct and coordinate activities of workers or staff
- establish employee performance standards
- estimate materials or labor requirements
- examine products or work to verify conformance to specifications
- explain rules, policies or regulations
- explain work orders, specifications, or work techniques to workers
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain job descriptions
- maintain production or work records
- maintain records, reports, or files
- manage inventories or supplies
- modify work procedures or processes to

literature in response to requests.

- Operate computer-controlled keyboards or voice recognition equipment in order to direct items according to established routing schemes.
- Operate embossing machines or typewriters to make corrections, additions, and changes to address plates.
- Place incoming or outgoing letters or packages into sacks or bins based on destination or type, and place identifying tags on sacks or bins.
- Read production orders to determine types and sizes of items scheduled for printing and mailing.
- Release packages or letters to customers upon presentation of written notices or other identification.
- Remove containers of sorted mail/parcels, and transfer them to designated areas according to established procedures.
- Remove from machines printed materials such as labeled articles, postmarked envelopes or tape, and folded sheets.
- Seal or open envelopes, by hand or by using machines.
- Sell mail products, and accept payment for products and mailing charges.
- Sort and route incoming mail, and collect outgoing mail, using carts as necessary.
- Stamp dates and times of receipt of incoming mail.
- Start machines that automatically feed plates, stencils, or tapes through mechanisms, and observe machine operations in order to detect any malfunctions.
- Use equipment such as forklifts and automated "trains" to move containers of mail.
- Verify that items are addressed correctly, marked with the proper postage, and in suitable condition for processing.
- Weigh packages or letters to determine postage needed, using weighing scales and rate charts.
- Wrap packages or bundles by hand, or by using tying machines.

Detailed Tasks

Detailed Work Activities:

- answer customer or public inquiries
- demonstrate or explain assembly or use of equipment
- distribute correspondence or mail
- fill out business or government forms
- insert mail into slots of mail rack
- inspect mail preparation or handling machine output for defects
- inspect outgoing mail for conformance to standards or accuracy



meet deadlines

- monitor production machinery/equipment operation to detect problems
- monitor worker performance
- motivate workers to achieve work goals
- orient new employees
- oversee work progress to verify safety or conformance to standards
- prepare or maintain employee records
- prepare reports
- read blueprints
- read technical drawings
- read work order, instructions, formulas, or processing charts
- recommend improvements to work methods or procedures
- requisition stock, materials, supplies or equipment
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule activities, classes, or events
- schedule employee work hours
- set up production equipment or machinery
- understand second language
- understand technical operating, service or repair manuals
- use oral or written communication techniques

Technology - Examples

Data base user interface and query software

- Database software
- Oracle software

Electronic mail software

- Email software
- IBM Lotus Notes
- Microsoft Outlook

Enterprise resource planning ERP software

- Bowen & Groves M1 ERP
- Capterra Enterprise Resource Planning
- Encompix ERP
- Epicor Vantage ERP
- Epicor Vista ERP
- Giraffe Production Systems software
- Intacct ERP software

- maintain inventory of office forms
- maintain records, reports, or files
- measure, weigh, or count products or materials
- monitor operation of document sorting machine
- monitor operation of mail preparation or handling machines
- operate alpha or numeric mail sorting systems
- operate business machines
- operate printing equipment/machinery
- package goods for shipment or storage
- process mail through postage machine
- process orders for merchandise
- proofread printed or written material
- provide customer service
- provide customer service in postal or mail service setting
- read work order, instructions, formulas, or processing charts
- set up production equipment or machinery
- sort mail letters or packages
- use computers to enter, access or retrieve data
- use oral or written communication techniques

Technology - Examples



- Made2Manage software

- Microsoft Axapta

- NetSuite NetERP

- Resource planning software

- Retain Resource Planning

- SAP Business One

- SAP software

- SYSPRO software

- Technology Group International Enterprise 21 ERP

Human resources software

- GHG electronic employee management suite eEMS software

Internet browser software

- Netscape software

Inventory management software

- Inventory management software

Materials requirements planning logistics and supply chain software

- Integrated materials management systems

- Materials management software

- QA Software QMS Materials Management

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Project management software

- Microsoft Total Quality Control Management

- Total quality management TQM software

Spreadsheet software

- Microsoft Excel

- Spreadsheet software

Time accounting software

- Kronos Workforce Timekeeper

- Timekeeping software

- Work Technology WorkTech Time

Word processing software

- Microsoft Word



- Word processing software

Tools - Examples

- Desktop computers
- Personal protective clothing
- Laser printers
- Notebook computers
- Personal computers
- Respirators
- Safety glasses
- Protective shoes
- Laser scanners
- Operator terminals

Labor Market Comparison

Description	First-Line Supervisors/Managers of Production and Operating Workers	Mail Clerks and Mail Machine Operators, Except Postal Service	Difference
Median Wage	\$ 45,510	\$ 23,250	\$(22,260)
10th Percentile Wage	\$ 28,000	\$ 15,120	\$(12,880)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 58,890	\$ 28,470	\$(30,420)
90th Percentile Wage	\$ 73,810	\$ 33,170	\$(40,640)
Mean Wage	\$ 48,010	\$ 23,730	\$(24,280)
Total Employment - 2007	3,750	490	-3,260
Employment Base - 2006	3,893	485	-3,408
Projected Employment - 2016	3,745	395	-3,350
Projected Job Growth - 2006-2016	-3.8 %	-18.5 %	-14.7 %
Projected Annual Openings - 2006-2016	65	13	-52

National Job Posting Trends



Trend for First-Line Supervisors/Managers of Production and Operating Workers

Trend for
Mail
Clerks and
Mail
Machine
Operators,
Except
Postal
ServiceData from [Indeed](http://Indeed.com)

Recommended Programs

General Office/Clerical and Typing Services

General Office Occupations and Clerical Services. A program that prepares individuals to provide basic administrative support under the supervision of office managers, administrative assistants, secretaries, and other office personnel. Includes instruction in typing, keyboarding, filing, general business correspondence, office equipment operation, and communications skills.

Institution	Address	City	URL
Northern Maine Community College	33 Edgemont Dr	Presque Isle	www.nmcc.edu

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Production and Operating Workers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	100	3	3,750	\$45,510.00	\$0.00	-4%	65
11-3051.00	Industrial Production Managers	90	4	690	\$72,560.00	\$27,050.00	-12%	24



11-3071.02	Storage and Distribution Managers	89	3	710	\$62,270.00	\$16,760.00	5%	25
17-3026.00	Industrial Engineering Technicians	88	3	370	\$51,700.00	\$6,190.00	6%	9
11-9131.00	Postmasters and Mail Superintendents	87	3	420	\$55,200.00	\$9,690.00	-5%	10
11-3061.00	Purchasing Managers	83	4	330	\$72,560.00	\$27,050.00	2%	11
47-1011.00	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	83	3	3,190	\$46,630.00	\$1,120.00	3%	77
11-3071.01	Transportation Managers	83	3	710	\$62,270.00	\$16,760.00	5%	25
25-1194.00	Vocational Education Teachers, Postsecondary	83	4	0	\$47,550.00	\$2,040.00	51%	20
11-3042.00	Training and Development Managers	82	4	140	\$66,670.00	\$21,160.00	7%	4
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	82	4	930	\$55,220.00	\$9,710.00	-1%	19
11-3011.00	Administrative Services Managers	82	4	1,090	\$56,630.00	\$11,120.00	5%	34
51-8012.00	Power Distributors and Dispatchers	82	4	0	\$47,720.00	\$2,210.00	0%	0
49-1011.00	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	82	4	2,490	\$46,810.00	\$1,300.00	0%	60
11-9011.01	Nursery and Greenhouse Managers	82	4	30	\$60,610.00	\$15,100.00	20%	15

Top Industries for Mail Clerks and Mail Machine Operators, Except Postal Service

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Advertising and related services	541800	13.09%	19,902	20,577	3.39%
Employment services	561300	6.47%	9,834	9,148	-6.98%
Newspaper publishers	511110	5.47%	8,311	5,233	-37.03%
Federal government, excluding postal service	919999	4.85%	7,382	5,130	-30.52%
Management of companies and enterprises	551100	3.77%	5,728	4,853	-15.27%
Religious organizations	813100	3.71%	5,649	4,983	-11.79%



Data processing, hosting, and related services	518200	3.58%	5,446	5,411	-0.64%
Colleges, universities, and professional schools, public and private	611300	3.16%	4,809	3,954	-17.77%
Printing and related support activities	323100	2.83%	4,298	2,503	-41.76%
Couriers	492100	2.30%	3,494	2,760	-21.02%
Direct insurance (except life, health, and medical) carriers	524120	2.24%	3,403	2,615	-23.18%
Depository credit intermediation	522100	2.16%	3,284	2,461	-25.06%
Electronic shopping and mail-order houses	454100	1.84%	2,798	2,572	-8.06%
Legal services	541100	1.82%	2,760	2,228	-19.27%
Insurance agencies and brokerages	524210	1.42%	2,165	1,800	-16.86%

Top Industries for First-Line Supervisors/Managers of Production and Operating Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Plastics product manufacturing	326100	4.03%	28,154	29,844	6.00%
Printing and related support activities	323100	3.61%	25,224	19,985	-20.77%
Motor vehicle parts manufacturing	336300	3.08%	21,518	17,131	-20.39%
Architectural and structural metals manufacturing	332300	2.52%	17,595	18,792	6.80%
Self-employed workers, primary job	000601	2.40%	16,779	17,876	6.54%
Grocery stores	445100	2.37%	16,559	18,067	9.11%
Animal slaughtering and processing	311600	2.24%	15,642	17,851	14.13%
Local government, excluding education and hospitals	939300	2.07%	14,471	16,257	12.34%
Machine shops	332710	1.99%	13,948	11,538	-17.28%
Converted paper product manufacturing	322200	1.89%	13,212	11,088	-16.08%
Semiconductor and other electronic component manufacturing	334400	1.88%	13,126	11,473	-12.59%
Drycleaning and laundry services	812300	1.75%	12,216	12,217	0.01%
Other wood product manufacturing	321900	1.64%	11,463	10,802	-5.77%
Other fabricated metal product manufacturing	332900	1.57%	10,950	9,702	-11.39%
Other general purpose machinery manufacturing	333900	1.41%	9,879	8,918	-9.73%